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## **EXECUTIVE SUMMARY Hallandale Beach, Florida**

The following economic development plan is designed to stimulate growth and development in a strategic fashion for Hallandale Beach. The findings and methods recommended are predicated upon effective practices from current marketing tactics and public management procedures.

The plan provides a viable approach for determining where the City stands in the minds of its prominent stakeholders and how best to position the City to achieve the types of results consistent with the objectives of the City Commission and current administration.

The plan includes activities designed to increase awareness and develop a compelling message to recruit potential businesses and to entice developers. There are also recommendations for action items intended to produce desired results in terms of community outreach and improvement.

## **ACTION TOPICS**

Define and emphasize a sense of place:

- Underscore the City's strategic location in the dynamic South Florida marketplace and the demographics, venues and area assets. Hallandale Beach is a transition point between two counties, Dade and Broward. This has important implications for growth because its regional assets within the large and growing Florida economy are easily recognized and valued by global businesses. The proximity to major highway arteries and world-class air and seaports in both counties are of significant advantage to the players in the world economy.

Build consensus on a vision and a definition of roles the City should play in encouraging economic development.

- Define the "possible".
- Do not seek to emulate successful strategies of other nearby cities since each city is different and will require unique approaches to fulfill its economic potential.

- Recognize that the economic environment existing outside the City of Hallandale Beach is a key indicator of the City's development potential. City officials must work with County, regional and State economic development organizations and with corporate site consultants to define the character and reap the promise of this external market.
- Be aware of the condition of the national and world economies as they impact upon the local scene. Being a gateway to the Caribbean and Latin America is an asset but the economies in those sectors are presently underperforming.
- Since Hallandale Beach shares many of the attributes of its South Florida neighbors, competition will be keen and "brand" differentiation and incentives will be important.

Determine if a city center (downtown core) is a desirable redevelopment attribute. Weigh the costs and benefits inherent in the development of the center. If deemed of significant importance, City staff will work with property owners on specific locations to accommodate the center. If needed, consider the potential of incentives perhaps in the form of assistance in land assembly.

- The core should be well integrated into the existing fabric of the community in proximity to government offices, the existing business district and entertainment-dining venues.
- The core should be pedestrian friendly with green spaces and other amenities and linked to other areas of the City via transit shuttles.

Address internal City bureaucratic challenges:

- Provide well designed-well formatted, up to date information to the business community.
- Create a "rapid response" team to meet with companies considering relocation and with developers to promptly respond to questions and problems with the goal (for new projects) of expediting the review and permitting processes.
- Offer performance based incentives in cooperation with County and State agencies.
- Assemble land for redevelopment purposes.
- Manifest an aggressively pro-business – balanced development attitude.
- Revisit existing City codes and ordinances, particularly zoning. Zoning regulations should provide for change of use so that buildings and areas are able to evolve. Flexible zoning enables the most efficient use of urban land.
- Provide adequate budgetary support for economic development recruitment activities and support staff.

Implement a multi-year advertising program outsourced through an agency selected via RFP-RFQ to:

- Develop an image that reflects the new, pro-growth attitude in Hallandale Beach.
- Develop an array of collateral materials – brochures, direct mail, videos, etc. -- that can be readily customized for recruitment and publicity purposes.
- Maintain a presence at selected trade shows and interface with site selection consultants to familiarize industry people with the City and its attributes.
- Differentiate the City from its neighbors by stressing its attributes and linkages to the 5.1 million population base of South Florida
- Stress the "gateway" effect of Hallandale Beach's location between Dade and Broward Counties.



- Use the recently researched “factoids” to publicize the attributes of the City, County and State to the best advantage of the City.

Refine the City’s Web Site making it both developer friendly and informative to the general public. Incorporate the improved site in the multi-year advertising effort as an integral part of that outreach-promotional effort.

Initiate an infra-structure improvement program to make the major traffic arteries in and out of Hallandale Beach more visually appealing and pedestrian friendly. East-West Hallandale Beach Boulevard, North-South A1A and North-South Federal Highway are candidates for improvement.

Treat new projects like the Beach Club and the Ocean Marine Yacht Club as development catalysts. Make certain such projects identify with Hallandale Beach and in turn publicize the projects through the advertising campaign.

Work with existing major venues like Gulfstream Park and the Greyhound Track to assure that such attractions contribute to the overall image of the City.

All economic initiatives should be market driven to be successful.





## **A Strategic Plan for Economic Development Hallandale Beach, Florida**

### **INTRODUCTION**

The term economic development means different things to various people depending upon perspectives, goals, objectives and point-of-view. To some, it is a quest for new businesses or industries or the retention of existing businesses. To others, the focus narrows to specific areas within a given jurisdiction: a downtown, industrial park or neighborhood. Because of this rather broad terminology, economic development is a term that is sometimes confused with community development. While both involve redevelopment, revitalization and neighborhood reinvestment, economic development has the broader meaning of improving the overall economic strength of an area. Community development focuses on correcting socioeconomic problems in a distressed area and hence has a narrower parameter of operations.

The focus of this plan is on economic development but consideration will be given to community development when such activities are deemed of import to the broader economic effort. In the realm of economic development, competition is keen. Communities that reach a consensus as to the businesses they desire, the suitability of the locale for such businesses and what they must do to successfully recruit such businesses or the types of projects they seek to attract will have a distinct advantage. Communities making this investment can compete more effectively for the opportunities that exist in the current marketplace.

Inherent in the economic development process is the knowledge that failure to build the City's business base will cause the local economy to stagnate, the tax base will shrink and the burden of taxation will be increasingly borne by the homeowner. Employment opportunities will diminish in direct proportion to the declining revenue; a vicious cycle. Hence, the trend will result in a deteriorated quality of life, not acceptable to any resident or community leader. This is not an acceptable scenario for the local economy. The main source of income for any unit of government, whether federal, state or local emanates from taxes and the more diverse the tax base the less intrusive taxes are on any one tax sector. Other sources of revenue such as user fees are available however they lend little support to funding the General Fund operations. Again, economic diversity is a much desired attribute and the right plan can help a city achieve its objectives.

Generally, the private sector has no problem defining what they want in economic terms. Essentially, they seek to capture markets and maximize profits. The right location, employment resources, and access to markets and transportation can help companies meet these objectives. In many instances firms turn to consultants to recommend potential relocation sites. These consultants look at many attributes of a city when determining whether or not to relocate there.

## **WHAT DO COMPANIES LOOK FOR WHEN RELOCATING**

Typically, a company seeking to relocate reviews key location conditions to see how closely they mesh with their specific needs. For example:

1. Geographic location in proximity to manufacturing and/or markets
2. Air, sea, highway and rail transportation access
3. Availability of skilled and unskilled labor
4. Low union profile
5. Energy availability and cost
6. Worker productivity
7. Stable local and state government
8. Local media acceptance
9. Local quality of life
10. Infrastructure conditions

If the location factors are favorable, incentives are next on the menu. A Conway Data Survey lists the following incentives in order of descending preference:

1. Tax Abatements
2. Free or low cost infrastructure for new facility
3. Specially tailored employee training packages
4. Free or below market land for facility sites
5. Free or below market building for facility operation
6. Rent free or below market leased space
7. Loans at rates significantly below market
8. State or local grants
9. Incentives for setting up operations in high unemployment areas
10. State or local loans

Add to this list some other factors that affect relocation/expansion decisions. Proactive city leadership is a key element. Companies will not readily accept unreasonable delays that impede a project's progress. Such delays equate into lost time and time is money. To this end, a city must be prepared to expedite permitting and other key elements inherent in the regulatory process. Community attitude is a companion factor in the equation. Some communities create "rapid-response" teams that meet with companies to draft a laundry list of their needs and then try to fulfill those needs quickly – from construction permitting to providing lists of day-care centers. In short, a city must display a business friendly attitude in order to be competitive in the attraction game.

## **THE SWOT ANALYSIS**

From this cursory overview, the complexity inherent in the economic development process can be appreciated. One of the first and most important things a community must do is assess its strengths and weaknesses. This assessment must be honestly and thoroughly done. The term for this process is a SWOT Analysis: strengths, weaknesses, opportunities and threats. This is the beginning point for a procedure that seeks to identify key issues and opportunities. It is a revealing window from which a community objectively views itself and understands how to position itself. Once these elements are assessed and accepted – a formidable task -- a decision must be made as to the depth of financial commitment to be dedicated to the endeavor.

The SWOT Analysis isn't merely an academic exercise but is a key, initial step in the economic development planning process. Indeed, the analysis can and should be used to develop objectives and strategies and to test these against the issues and opportunities defined in the analysis. These objectives and strategies must be quantifiable and measurable.

Hallandale Beach convened two focus groups comprised of local stakeholders to review the SWOT Analysis and the results were an affirmation and amplification of the assessment. The groups also briefly addressed potential recruitment targets that seemed consistent with the SWOT Analysis. The SWOT Analysis employed in the focus groups is included below as are summary comments from both groups.

## SWOT ANALYSIS

### Overview:

The City of Hallandale Beach has not been actively involved in economic development activities for many years. However, the City is located in the center of a dynamic economic region that has enjoyed significant prosperity and growth during the past several decades. More than 5 million people reside in the tri-county region that encompasses Miami-Dade County, Broward and Palm Beach Counties. The aggregate annual income of these residents exceeds \$25 billion. With easy access to cultural-entertainment-retail venues in the tri-county area via I-95, I-595, I-75, the Florida Turnpike and other vital arteries as well as proximity to regional air and seaports, Hallandale Beach is at the center of South Florida's vibrant economy. With world class Aventura Mall immediately adjacent to the City, the unique Dog and Racetrack pari-mutuel venues, a balanced growth Commission, a supportive administration and the attraction of its own beaches, the City is poised for growth.

### Strengths

- ❑ Location – access to international markets
- ❑ Transportation – airports, seaport, access to major highways
- ❑ Relatively low cost of doing business – labor costs, tax structures, right-to-work laws
- ❑ High quality of life – weather, recreational and easy access to area cultural amenities
- ❑ Reasonable cost of living
- ❑ Availability of budget priced office space
- ❑ Positioned to take advantage of Aventura's overflow office space needs
- ❑ Coastal community with small town atmosphere and friendliness mixed with sophisticated international influences
- ❑ Unique gaming venues: Gulfstream Park and the Hollywood Dog Track
- ❑ Pro-Growth government attitude
- ❑ Access to world class entertainment and shopping venues
- ❑ The City is debt-free and ranked in the top tier municipalities for financial management in the State of Florida

### Weaknesses

- ❑ Crime – ranks relatively high in per capita crime for comparable cities of its size
- ❑ Inadequacies in educational system
- ❑ Limited tax abatement/incentive programs in place
- ❑ Limited land available for development inhibits attraction of new businesses
- ❑ A shortage of moderately priced rental housing
- ❑ Lack of highly trained / skilled workers
- ❑ No existing town center

- ❑ Beach entry ways are not alluring; lack focus and landscaping
- ❑ Uninviting entryways from both the east and west into the City along Hallandale Beach Boulevard presents an image of conflicting and esthetically unpleasant commercial uses
- ❑ Traffic Bottlenecks along Hallandale Beach Boulevard
- ❑ Failure to capitalize on location as a gateway to Aventura Mall
- ❑ Local restaurant and entertainment venues need diversification and upgrading
- ❑ Perception of Florida as a peninsula isolated from the geographic center of the continental USA

#### Opportunities

- ❑ Potential industrial/commercial clusters exist and can be strengthened with linkages to possible targeted industries-businesses such as healthcare, banking and securities, aviation, tourism, marine, high technology and television/movie production
- ❑ Stress a commitment to fostering a town center as a development goal
- ❑ Build on the recent new developments (Posner site) to support diversified growth and to serve as a catalyst
- ❑ Stress pro-development local attitude as an inducement to developers
- ❑ Use local financial resources such as available TIF funds to foster new development initiatives thereby broadening the scope of the CRA
- ❑ Structure and fund a pro-active marketing program designed to reach targeted markets and to promote the desirability of the City for new commercial ventures
- ❑ Make changes in the City's web site to make it more appealing to the development community and to enhance its usefulness as a marketing tool
- ❑ Implement design guidelines that will result in a more esthetically pleasing and consistent urban area without infringing upon individual property rights

#### Threats

- ❑ Competition from nearby Broward and Dade County municipalities as well as Florida West Coast communities.
- ❑ Competition from other Sun Belt locales
- ❑ Dependence on a few local venues as prime generator for economic growth
- ❑ Undefined commitment from city government for the use of incentive packages
- ❑ A diffused County economic development focus that has not considered Hallandale Beach as a growth/development alternative
- ❑ A Historical anti-business climate, e.g., difficulty with timely permitting and impact fees and contentious relations with would-be developers
- ❑ Current uncertainties in the national economy that impacts regional, state and ultimately local economies

### **SUMMARY OF REACTIONS -- FOCUS GROUPS**

After review and discussion of the SWOTs, the following comments/observations were made.

- The group basically agreed with the strengths listed on the SWOTs emphasizing the location of the City and the changing demographics from older to more youthful populations and the diversity of these populations.
- A key strength is the relationship between the City and the Chamber of Commerce. This is productive and reinforces the thought that the City is pro-business.



- The City's image is not vigorous. Past broker tours have elicited the comment that the City looks old and antiquated. Some progress has been made over the past years but many improvements must occur. The group felt that the City suffers from a lack of image or an "old/tired" image. One participant cogently observed that when driving along Federal Highway he knew exactly when he left Aventura and entered Hallandale Beach.
- Stress the "younger" population as a strength. (This "youth" factor must be considered in comparison with other communities of our size and locale.)
- The quality of education is a weakness and a serious one. Lack of a viable middle school hurts in terms of being a detriment to younger families settling in the City. Elementary schools are fine but low middle school scores are not.
- One weakness that needs to be noted is the difficulty in getting business through The Planning and Zoning Board; the administrators need more flexibility; without this, a business friendly atmosphere is not easily accomplished. Misinformation is frequently given by City personnel. Staff needs to be trained to respond correctly and promptly to inquiries.
- Permitting is a problem that must be actively addressed as a companion initiative to economic development recruitment. Something must be done to "expedite" the permitting process. This can be attributed to a lack of knowledge on the part of both the private and public sectors. At times, the private sector does not know what they need to do to comply with regulations and the public sector is ill-trained to assist. There needs to be more training offered and less budget constraints. Raised the question of priority treatment for larger projects given the costs involved and the problems created by delays. Suggested a two or three tier system.
- As a weakness, there are too few sizable land parcels available for development. As example, land on N. Federal Highway lacks depth and would be hard to develop. (Note: a number of comparable Cities dedicated to economic development use their Community Redevelopment Agencies to purchase and assemble land for development purposes via Request for Proposals to developers and recoup their land costs through increased taxes.)
- The disposition of the Diplomat Mall. Divided opinion as to whether the development constituted a strength, weakness or opportunity. The location is superb and represents an opportunity to work toward a gathering center. The developer should get on with the project and hopefully accomplish it in a manner that complements its locale and benefits the City.
- The economic dichotomy between the wealthy and poor results in no real middle class segment in the City and this was deemed a weakness.
- More "moderate" housing is needed and the lack thereof constitutes a weakness.
- The Beach Club development on Ocean Drive is a strength and could be a "catalyst" project so long as it works to buttress the City's image.
- Gulfstream Park was viewed as a positive and a negative. Most lamented the roadway gridlock created by track traffic, the homeless people it brings to the City, the void that exists during the off racing season and the uncertainty of the ownership and their ultimate plans for either additional development or relocation of the facility to Boynton Beach or elsewhere.

There was unanimous feeling that should the Track close, the +/-200 acres of land would afford incredible opportunities for an entirely new Hallandale Beach and challenges for the City to help direct that growth. Conversely, should the

owners proceed with development plans; those plans would have positive implications for the City's revitalization efforts.

- The Gulfstream Promenade located on E. Hallandale Beach Blvd. and Federal Highway could have a positive impact on the city.
- The City needs more recreational-leisure outlets like a movie theater. (Of course proximity to any number of diverse venues is excellent)
- The consensus was that while a town center might be nice, it would be far better for the City to concentrate on beautifying the major arteries within their jurisdiction like East-West Hallandale Beach Blvd; North-South Federal Highway and North-South A1A. The infrastructure improvements would buttress the image of the City and boost the esteem of residents while sending a strong message to developers that the City is motivated to undertake public improvements which have heretofore been either lacking or piecemeal. Participants cited the efforts of Pinecrest which improved the face of that city while doubling their property values. The group suggested that the streetscape enhancement be done consistent with a professionally commissioned plan for those areas that can be expanded as needed.
- Question of who pays for the cost of the improvements. The group felt the City should "bite the bullet" and pay the bill; if they can recoup some of the dollars through grants, fine. Pointed out that the City is essentially debt free and can go the bond route to pay for the infrastructure and related improvements. Again, demonstrate a pro-active commitment to improvements and the development community will take notice.
- Returned to the image problem and pointed out that even new developments do not tout the Hallandale Beach name but use amorphous locales to designate a project. For example the Beach Club is located between Fort Lauderdale and Miami Beach along the South Florida Coast. Without "branding" the City never gets attention from its new developments. Launch a marketing program to brand Hallandale Beach. Answer the question, what is Hallandale Beach? The alternative would be to stay with the status quo and all the negative connotations that accompany that posture or advertise and market the City to create a positive image.
- The group was critical of the designated Financial District characterizing it as being a "disconnect between reality and zoning regulations". Suggested the district be renamed the "Business District" and the zoning overlay be changed to reflect development realities. Using the term business district might make it easier to secure federal aid.
- Fashion Row was dismissed by the group as being outdated and not competitive. They felt the City should not spend public money to buttress a failed venue.
- The group felt that the City should adopt a developer/business friendly attitude and this can be evidenced by reorganizing the Building Division. Felt that City staff is inadequately trained. The staff should be aware of the fact that private entrepreneurs have to put their capital on the line for each project and if they are ill served, they will go elsewhere to pursue development opportunities. Accommodate the client should be the watchword.

#### Summary of Focus Group conclusions:

1. Beautification of major arteries with signage included.

2. Change Financial District Zoning Overlay and focus on a business district designation keyed to real world realities.
3. Do not allocate scarce resources in a futile attempt to resituate a failed venue like Fashion Row.
4. Undertake appropriate Infrastructure improvements.
5. Make the Building Division more user friendly with better trained staff.
6. Launch a marketing program to brand Hallandale Beach. Answer the question, what is Hallandale Beach? The alternative would be to stay with the status quo and all the negative connotations that accompany that posture or advertise and market the City to create a positive image.
7. Capitalize on “catalyst” projects to stimulate interest in the development community.

## **THE CITY OF HALLANDALE BEACH AND ITS ROLE IN ECONOMIC DEVELOPMENT**

For economic development purposes, a city can play one of three general roles:

1. Contractor: The city is the prime “engine” that moves the relocation, retention or project using public moneys and other incentives.
2. Facilitator: The city offers a limited combination of incentives deemed necessary to be competitive but does not take the lead role in the recruitment campaign.
3. Expediter: The city removes bureaucratic roadblocks that might delay or inhibit the relocation, retention or project momentum but avoids the commitment of incentives or financial inducements. This is the “we are here to help” to the extent that no real costs are involved.

Most successful cities find a way to blend these roles to fit the circumstances of a particular project. Without resources, commitment and a thorough understanding of the local market, economic expansion through recruitment will remain an elusive goal. As for local commitment, this should be secured for the long not short term. Most major recruitment efforts take months, sometimes years of dedicated work to achieve and failure is more frequent than success.

## **HALLANDALE BEACH: EFFECTIVE ANALYSIS YIELDS INSIGHTS AND DIRECTION**

The City Administration -- under the leadership of a supportive City Commission -- has determined to become pro-actively involved in a comprehensive economic development program. An experienced economic development professional was retained in mid-January 2003 to serve as the City's first Economic Development Coordinator. He researched the community, developed the SWOT Analysis, proposed tentative targets for recruitment and convened the series of focus groups of local stakeholders to discuss these products. These focus groups reviewed and assimilated the results of the SWOT Analysis, compared themselves with likely competitors and, in a preliminary sense, sketched out target businesses for recruitment.

One of the first recommendations made by the Economic Development Coordinator was that resources be allocated to retain an advertising agency. This firm would be competitively selected to work in concert with the Coordinator and staff. Why incur the expense of retaining an advertising agency? Several critical elements must be put in place to help ensure the success of the recruitment venture. An advertising agency will assist in the development and execution of an effective advertising campaign designed

to reach the right target audience. This message will also help the City to develop an image that is consistent with their objectives (see **Exhibit B** for the RFP).

Some or all of the marketing vehicles below would be employed to help to City to reach viable targets.

- Strong collateral materials that can be easily and quickly updated and customized.
- Public Relations – putting the community's best face forward in editorials and other “free” publications.
- Promotional Initiatives such as brochures, direct mail, videos.
- Conventions/Trade Shows – community visibility in selected forums.
- White Papers – policy assessments relevant to the attraction/recruitment effort.

Once the agency is selected through a comprehensive RFP process, a campaign will be developed and launched and leads garnered through this effort will be effectively tracked and properly contacted by qualified City staff. Every effort should be made to capture information regarding leads, prospects, and clients.

### **HALLANDALE BEACH: IMPORTANT ALLIANCES**

One solution is to be pro-active with those individuals who can deliver leads. The International Development Research Council (IDRC), located in Norcross, Georgia is an organization composed of site selection consultants who are retained by various corporations to make recommendations relevant to potential relocation areas. These consultants know office availability, infrastructure and assets-liabilities of a given locale well before their next client calls to request a site-search. Every effort must be made to build relationships with the objective of assuring that these people have timely and persuasive information relevant to Hallandale Beach in their files.

There are other important organizations in the process with whom the Economic Development Coordinator must interact. These are countywide economic development organizations like the Broward Alliance, Broward County and, of course, the State of Florida. As with any countywide economic development agency, these organizations cast a wide net in capturing and disseminating leads and often such leads might seem more appropriate to competing municipalities. Hence, the importance of current and continuing interfaces to insure that Hallandale Beach is both remembered and memorable.

### **HALLANDALE BEACH: POSITIONED FOR GROWTH**

As a coastal community ideally situated along various transportation arteries and hence within easy commutes of varied venues, attractions and diverse labor pools, Hallandale Beach is a good prospect for attracting businesses and project development particularly in view of the anti-development attitude now prevalent in Fort Lauderdale, a neighbor to the north.

Business retention, a companion to business attraction, is no less important as an activity. A vigorous retention effort requires diligent scheduling of visit cycles to local businesses demonstrating to those entities their importance and assessing their relative satisfaction or dissatisfaction with the community. This helps to stabilize the community's economic base while the attraction effort is ongoing. However, there will be

some existing businesses that will, after observing offers made to attract new businesses, ask for incentives or inducements that will keep them in place.

The Hallandale Beach – Pembroke Park Chamber of Commerce is well suited to assist in working with existing businesses and serving as a forum to elicit the views of these businesses and communicate those views and opinions to City officials. As the Economic Development Program proceeds, the Chamber will be kept abreast and included in the effort as a working partner. Since it already maintains a web-based office inventory linked to the City's web site, the cooperative interface is both logical and mutually productive.

## **RECRUITMENT FOR COMMUNITY GROWTH AND REVITALIZATION**

The economic development staff occupies a key position in the growth scenario. To be effective those charged with recruitment must be given adequate time and support in the form of staff and budget to define, refine and achieve program goals and to pursue those goals and objectives. The RFP for Marketing Services should result in the selection of a full-service agency capable of helping to fashion a new image for Hallandale Beach and producing collateral materials to be used on a wide range of activities detailed in the Communication and Tactical Plans.

Once the agency begins its work, responses to their outreach activities can be anticipated. Often, a number of initial responses are excitedly received and classified as valid prospects. It is, however, premature to use the term prospect at too early a juncture in the recruitment effort. A definition of terms is in order to put things in perspective. A ***“lead”*** can be defined as any company or broker referral; a ***“prospect”*** is a qualified lead; a ***“client”*** is a prospect that has seen the pitch, called for detailed information, liked the responses and is interested in continuing to work with the community. From this terminology, the time-consuming, staff intensive aspects of the recruitment process can be appreciated.

Even the development of “qualifying protocols” or due diligence that provides information about a lead or prospect and their viability are difficult to structure and require careful analysis. Without these protocols, it is likely that staff resources will be wasted pursuing non-productive leads. Sometimes, outward corporate appearances are deceiving and the pursuit could be embarrassing or worse. The qualifying protocols help separate serious leads/prospects from those that may be less productive. Projecting the economic benefits versus the costs inherent in giving incentives to a client who is interested in relocating and whose qualifying protocols pass muster is also a task that must be carefully thought out and prudently applied.

Critical to the success of the process is reserving adequate time for the economic development staff to do follow up work. No matter how precisely targeted media and public relations efforts may be, it serves no purpose to send out mailings in response to leads generated if there is no time to subsequently call the respondents. This is a time-intensive activity.

In short, recruitment is a unique economic discipline. It requires a command of a complex sales cycle, unqualified attention and vigilant follow-up if it is to produce the desired results.

As previously noted, there are important players in the recruitment process with whom the economic development staff must interact. These are countywide, regional and state economic development groups like the Broward County Office of Economic Development, Broward Alliance, the South Florida Regional Planning Council and the



State of Florida. These organizations identify and disseminate leads and perhaps because of a history of inactivity, Hallandale Beach might not readily come to mind as a potential relocation area. This underscores the importance of current and continuing dialogue and face-to-face meetings. Officials from both the Broward Alliance and the Broward County Office of Economic Development have agreed to provide updated targeted industry information to Hallandale Beach staff for use in recruitment activities.

This pro-activity with the public-private search community is ongoing, pervasive, and persuasive as well as time and resource intensive. Worse, the payoff may not occur within a time span of many months leading to a false conclusion that nothing of substance is happening. Patience is a virtue in this activity.

## **HALLANDALE BEACH: INCENTIVES FOR GROWTH**

The old saying, "all things being equal," is generally not valid because all things relevant to recruitment are seldom if ever equal. Nationally, state and local governments spend more than \$30 billion a year on development incentives. Incentives that encompass free land, free buildings, tax credits and free worker training are becoming increasingly more popular and sought after by businesses that intend to relocate. At the time a company announces its relocation, it will make a charge against earnings in that year. Anything that will lower the impact of the relocation on earnings is essential for the bottom line. Incentives help the company achieve maximum cost efficiency by mitigating some of the costs of relocation. Cities that choose to offer incentives often gain blue chip corporate residents and viable private companies.

Incentives not only benefit the relocating company; they also offer rewards to a community. Most communities -- long supported by property taxes levied on homeowners -- will gain a wider tax base, secure a deeper revenue source and be able to provide more jobs for residents. In addition, commercial and industrial development generally funnels construction business into the community on a short-term basis; this has a multiplier effect throughout the area. In short, the competing community must realize that if it wants to leverage its tax base, keep tax rates down for homeowners, and create new jobs, it must aggressively prospect for new business and industry.

Evaluative tools in the form of Return on Investment (ROI) assessments are available but tend to have an academic flavor. The latest in a long line of evaluative tools is the model commissioned by the State Department of Environmental Protection by Fishkind & Associates to assist localities in making land-use decisions. Basic cost benefit analyses usually yield the best common-sense perspective. These balance the cost of the incentive against the return in tax dollars over a given period plus employment gains and a multiplier is applied for a specific project/development.

Officials of the Broward County Office of Economic Development, after preliminary review of this Plan agreed to work with Hallandale Beach Economic Development staff to research targeted recruitment leads and to structure incentive packages where appropriate.

## **HALLANDALE BEACH: LOCAL, COUNTY AND STATE DEMOGRAPHIC DATA**

To understand and appreciate the distinctiveness of a community it is important to examine the broader demographic characteristics. Selected census information relevant

to Hallandale Beach, Broward County and the State of Florida are found in **Exhibit A**. When possible, the year 2000 census materials were used.

## **FACTOIDS FOR HALLANDALE BEACH, FLORIDA**

- Hallandale Beach is located in the center of a dynamic economic region comprised of Miami-Dade, Broward and Palm Beach Counties with combined populations of more than 5 million people.
- More than 1.3 million people live within twelve (12) miles of the intersection of Hallandale Beach Boulevard and Federal Highway with an aggregate annual income exceeding \$24.7 billion.
- Hallandale Beach is located in the center of a rapidly expanding and growing population base but continues to preserve its small, hometown friendly atmosphere.
- The City of Hallandale Beach maintains fifteen diverse public recreation areas offering the best in facilities serving both passive and active recreation activities including baseball and softball field, water sports and nature trails.
- Hallandale Beach has one of the most serene and clean beaches in Dade and Broward Counties and frequently serves as a venue for movie and television filming.
- Aggregate annual income for residents of the Tri-County area exceeds \$25 billion.
- The Effective Buying Income (EBI) of the Tri-County area is exceeded by only 7 other metropolitan areas, including New York and Chicago.
- The Consumer Price Index for the Fort Lauderdale-Miami MSA is 161.6 compared to 168.7 for the US city average.
- As a tourist venue, Hallandale Beach boasts over a mile of world-class beaches with shops, dining and shopping venues and amenities such as championship golf courses, spas pari-mutuel wagering and modern convention facilities with over 250,000 square feet of meeting and exhibition space.
- The City is home to world-renowned Gulfstream Park thoroughbred racing which hosts the racing world's famous Breeders Cup and the Hollywood Dog Track, two prominent pari-mutuel venues.
- The City has a rapidly growing, diverse business base with a 90% occupancy rate in medical, industrial, professional and retail facilities making it ideal for businesses thinking of relocation.
- Twenty-five percent of Hallandale Beach businesses have been in the City for over 20 years providing a stable business-commercial base.
- The City enjoys easy access to cultural, entertainment and retail venues throughout the area via I-95, I-595, I-75, the Florida Turnpike, the Intracoastal Waterway and other vital transportation arteries.

- Hallandale Beach Boulevard provides convenient access to the ocean and Intracoastal Waterway and is the major east-west regional thoroughfare connecting I-95 to Federal Highway and A-1-A. Each year these roads carry more than 21.4 million automobile trips through the City of Hallandale Beach.
- These same thoroughfares bring Hallandale Beach within convenient driving distances of regional air and seaports in both Broward and Dade Counties.
- Broward County's Port Everglades is a booming port with waterborne commerce exceeding 22 million tons in liquid, break bulk and containerized cargoes. More than 5,400 ships call at the Port each year forming the basis of a diverse maritime operation that includes a thriving cruise industry along with the growing containerized cargo business that establishes the Port among the nation's top seaports.
- More than 40,000 passengers arrive and depart from Fort Lauderdale-Hollywood International Airport's spacious and modern terminals each day. The airport is undergoing an expansion program that will double the size of the terminal complex, add over 30 new gates and an additional 10,000 parking spaces.
- Miami International Airport is among the busiest airports in the world with over one hundred airlines flying to approximately 150 destinations world-wide.
- Port of Miami home-ported 18 cruise ships carrying nearly 3.6 million passengers in 2002 making it one of the premiere cruise ship capitals of the world. The port is the largest container port in Florida and some 40 shipping lines call on more than 100 countries and 250 ports around the world.
- Hallandale Beach is part of the Broward County School District, the largest fully accredited school district in the country.
- New 110,000 sq. ft. Florida Atlantic University/Broward Community College/Florida International University complex in Fort Lauderdale as well as a campus in North Miami Beach both of which are an easy commute from Hallandale Beach help meet the higher education needs of Broward County students.
- NOVA Southeast and University of Miami, two highly regarded educational institutions, are also within a reasonable commute of Hallandale Beach.
- Broward County is a key service hub for Latin America and the Caribbean accounting for more than 42% of trade with countries in this region.
- Broward County tourism continues to grow. Total visitors for 2002 reached 8.1 million from a high set in 2001. Of those, 6.4 million were domestic, an increase of 4.5% from the previous year and 1.6 were international, an increase of 2.9%.
- Tourist tax collections advanced to \$15 million, exceeding the previous record set in 2000. Total spending climbed to \$5 billion from 2000 and 5.8% above the 2001 record.
- Broward County is the third fastest growing area in the nation and first in the state for population.

- The average Broward County household contains 2.37 persons with a medium income of \$38,534
- 170 companies expanded, relocated or started a business in Broward County during the last fiscal year. This accounts for the retention and/or creation of 13,445 jobs and the use of 6,994,410 square feet of office/warehouse/industrial space.
- Total personal income (in millions) in Broward County is expected to reach \$43,000 by 2003 and nearly \$50,000 by 2006.
- Florida is currently ranked 5<sup>th</sup> in high-tech employment nationwide. High technology businesses in Florida employ over 230,000.
- Overall population growth in Florida ranked third in the nation, behind Texas and California.
- Florida's economy is ranked as the 5<sup>th</sup> largest in the Western Hemisphere and the 16<sup>th</sup> largest in the world.
- Florida's Gross Product & Income places the State 4<sup>th</sup> in national rankings with per capita income ranking 23<sup>rd</sup> among the other states.
- South Florida offers a growing and diverse pool of technically proficient and trainable employees, many of whom are multi-lingual.
- More than 110 Fortune 500 companies have facilities in the South Florida region, including a growing number of Latin American Headquarters.

## **ECONOMIC DEVELOPMENT STRATEGY**

This strategy is predicated upon SWOT analysis, stakeholder interviews, demographic research, conversations with City elected officials and administrative staff and with officials of Broward County economic development agencies.

1. Reach a consensus regarding economic development particularly the role to be played by the City of Hallandale Beach. Make certain that stakeholders buy into this consensus to insure a unity of purpose as the program unfolds.
2. Continue the focus groups which were initially established to review and comment on the SWOT Analysis as stakeholder forums to critique the planned economic development activities. These groups can serve as reality checks for development planning and as feedback forums to guide the activities and suggest course corrections where necessary.
3. Periodically revisit the SWOT Analysis and capitalize on the strengths and opportunities while recognizing the challenges and threats and minimize those threats.
4. Recognize that the image Hallandale Beach presents to the outside world is weak or non-existent owing to years of failure to pursue economic development and to define itself as a viable economic entity in comparison/contrast to other South Florida coastal communities like Aventura.

5. Redesign and provide for the ongoing modification of a marketing-development oriented web site for the City. The site should be designed to appeal to developers, site selection consultants, industry sectors earmarked for recruitment and should contain demographics, factoids, directories of available buildings and sites, sections that highlight new developments, information relevant to incentives and photographs and graphics that enhance the image of the City and convey a development friendly attitude.
6. Solicit via an RFP a full-service advertising firm with specific expertise in city image building. This commitment should be for a multi-year program that will assist the City in reaching targeted industries in the most economical manner through Communication, Tactical and Media Plans. Collaterals that can be easily customized should be a vital part of this program. Use the "clean sheet" approach to this venture and be receptive to change, including considering a more meaningful city slogan.
7. Utilize existing, current recruitment and targeted industry research. Work with Broward Alliance, Broward County Office of Economic Development and Enterprise Florida to refine the list of targeted industries and geographic locations that offer potential for recruitment to Hallandale Beach. Among these industries are back office operations that do not require Class A office space; warehousing operations to take advantage of the City's location along the interstate highway system and its proximity to major air and seaports in both Dade and Broward Counties; motion picture production-commercial filming using Hallandale Beach's unspoiled shoreline as a venue; tourist and leisure services; medical operations particularly those that are offshoots of Aventura Medical Center which may be inclined to expand to the north; periodical/book publishing and selected information-computer services. New York City and environs, Boston and suburbs, Chicago and mid-west geographic locales are traditional recruitment areas. As previously stated, these target industries and geographic locations are tentative and subject to further evaluation in concert with the County and State organizations referenced above.
8. Economic development staff should attend selected trade shows and conferences to promote the City.
9. Reinforce the pro-business attitude by streamlining the zoning-permit process to better accommodate the needs of the development community. Delays in permitting are costly to developers and if the City expedites the process, the good news will quickly spread throughout the development community.
10. Effective staff interaction across departmental lines is integral to the coordination of planning and permitting required for new development. To ensure an ongoing communication loop, the Economic Development Coordinator, Development Services Director, Senior Planner/ Development Services, Public Works Director and CIP Administrator should regularly convene as an ad hoc review group to discuss pending development projects.
11. Work with adjacent cities like Hollywood and Aventura to consider common marketing projects wherever applicable. Given the proximity of the Diplomat Hotel to Hallandale Beach, it would be appropriate and mutually advantageous to work with Hollywood to link the growing leisure-oriented visitors' industry to business development. Aventura's continued growth to the north along Federal



Highway makes it important to work with representative groups from that municipality on marketing land in Hallandale Beach for development.

12. Maintain a close working relationship with the Hallandale Beach/Pembroke Park Chamber of Commerce and with adjacent Chambers in Hollywood and Aventura.
13. Assemble land for redevelopment purposes using CRA funds. This will serve a dual purpose of attracting developers and redeveloping key land parcels.
14. Publicize “catalyst” projects like the Beach Club and the Ocean Marine Yacht Club through the selected advertising agency but with the assurance that such projects will designate themselves as being in Hallandale Beach and not in some amorphous locate between Miami and Fort Lauderdale.
15. Work with Magna Entertainment Corp., parent entity of Gulfstream Park, in planning development projects on the 200+ acres containing the track facilities in order to move the projects forward in a manner that benefits both the City and the venue.
16. Make much needed infrastructure improvements to major arteries like north-south A1A, north-south Federal Highway and east-west Hallandale Beach Boulevard.
17. If funds for infrastructure improvements emanate from FDOT have staff available either through a consultant or in-house to ensure that the improvements carry out a consistent theme. FDOT traditionally advertises, hires a consultant for design and bid-builds these projects. Absent professional interface, the city may not obtain more extensive landscaping, benches, lighting and other corollary amenities for these important arteries.

## **SUMMARY**

Hallandale Beach is a small, South Florida Coastal community blessed with the critical component of location. Access to major highway arteries and to air and seaports in both Dade and Broward Counties is an extremely important asset. Its proximity to numerous educational, entertainment and recreational venues is impressive as is its home-based pari-mutuel attractions. The City has a small-town atmosphere within the context of a cosmopolitan South Florida urban setting.

What it does not yet have is a marketable image. Years of infrastructure neglect and a non-competitive economic development attitude have diminished Hallandale Beach in the eyes of the development community and its own stakeholders. While the City is essentially debt-free, many stakeholders feel it would have been far better to have incurred some reasonable debt to enhance its competitiveness. They reference the astounding growth of its neighbor to the south, Aventura.

The recent voting public’s rejection of development in Fort Lauderdale brings down the curtain on development initiatives in that nearby city for the foreseeable future. Since Hallandale Beach shares many of Fort Lauderdale’s favorable demographic-location assets and now manifests a distinctly balanced development stance, the City should be able to market itself as a viable South Florida alternative.

The following are eight steps essential to marketing Hallandale Beach:

1. Ensure that the input of the City Commission is reflected in the Economic Development Plan since that elected body represents the entire Hallandale Beach community.
2. Employ a full-service advertising firm whose forte is in community image building and marketing; develop strategies and tactics with customized creative-collateral materials to be used to recruit both developers and businesses.
3. The City needs to invest in infrastructure and aesthetic improvements particularly along major traffic arteries: East and West Hallandale Beach Boulevard, North and South Federal Highway and North and South A1A.
4. The City should focus on how it spends Tax Increment Financing funds generated via the CRA. While community development is important, the wider interests demanded by economic development and the payoff from such activities makes it prudent to allocate some of these dollars to land assembly, infrastructure improvements and other project-grounded activities.
5. The City should continue to revamp its Development Services Department in order to streamline the permit, code enforcement and other development related aspects under the aegis of this critical department. As previously noted, developers work on the assumption that time is money and when they encounter bureaucratic delays in permitting, their attitude toward the community diminishes and that attitude is quickly communicated to other developers resulting in a bad reputation for Hallandale Beach.
6. The City's relative size and population characteristics diminish in importance with the recognition that Hallandale Beach is part of a 5 million South Florida population cluster. These people are bound together by a network of highways and South Floridians are accustomed to traveling some distance for entertainment, recreation, shopping and work venues.
7. The City should capitalize on development projects such as the Beach Club, the 2080 Building, the Ocean Marine Yacht Club and any development activity planned for the Gulfstream Park venue as catalysts to buttress the City's image both regionally and nationally. As plans unfold for Gulfstream Park's improvements, the City must similarly view those plans as inducement for new development. Developers like a community that is friendly, cooperative and aggressive in pursuing economic development initiatives.
8. Appropriate City staff should attend selected national conferences and trade shows using its collateral materials to their best advantage to build the image of Hallandale Beach as a forward-looking, balanced development community in the heart of South Florida.

If the marketing campaign, infrastructure improvements, internal administrative reforms and the other elements previously mentioned are adopted, the City's economic stance will be immeasurably strengthened and, as the potential recruitment targets are refined, the platform for economic growth should be firmly in place.

## Exhibit A

### SELECTED DEMOGRAPHICS HALLANDALE BEACH BROWARD COUNTY AND FLORIDA FLORIDA AND THE UNITED STATES

#### Hallandale Beach Population Profiles



[Help](#)

Subject	Number	Percent
<b>Total population</b>	<b>34,282</b>	<b>100.0</b>
<b>SEX AND AGE</b>		
Male	15,808	46.1
Female	18,474	53.9
Under 5 years	1,371	4.0
5 to 9 years	1,285	3.7
10 to 14 years	1,215	3.5
15 to 19 years	1,142	3.3
20 to 24 years	1,331	3.9
25 to 34 years	3,776	11.0
35 to 44 years	4,080	11.9
45 to 54 years	3,797	11.1
55 to 59 years	1,894	5.5
60 to 64 years	2,129	6.2
65 to 74 years	5,024	14.7
75 to 84 years	4,845	14.1
85 years and over	2,393	7.0
Median age (years)	52.7	(X)
18 years and over	29,748	86.8
Male	13,457	39.3
Female	16,291	47.5
21 years and over	29,023	84.7
62 years and over	13,549	39.5
65 years and over	12,262	35.8
Male	5,044	14.7
Female	7,218	21.1
<b>RACE</b>		
One race	33,371	97.3
White	26,484	77.3
Black or African American	5,493	16.0
American Indian and Alaska Native	78	0.2
Asian	344	1.0
Asian Indian	152	0.4
Chinese	91	0.3
Filipino	19	0.1
Japanese	14	0.0
Korean	7	0.0
Vietnamese	6	0.0
Other Asian <sup>1</sup>	55	0.2
Native Hawaiian and Other Pacific Islander	14	0.0
Native Hawaiian	2	0.0

<b>Subject</b>	<b>Number</b>	<b>Percent</b>
Guamanian or Chamorro	2	0.0
Samoan	5	0.0
Other Pacific Islander <sup>2</sup>	5	0.0
Some other race	958	2.8
Two or more races	911	2.7
<b><i>Race alone or in combination with one or more other races <sup>3</sup></i></b>		
White	27,105	79.1
Black or African American	5,828	17.0
American Indian and Alaska Native	164	0.5
Asian	464	1.4
Native Hawaiian and Other Pacific Islander	54	0.2
Some other race	1,630	4.8
<b>HISPANIC OR LATINO AND RACE</b>		
<b>Total population</b>	<b>34,282</b>	<b>100.0</b>
Hispanic or Latino (of any race)	6,447	18.8
Mexican	348	1.0
Puerto Rican	1,027	3.0
Cuban	1,308	3.8
Other Hispanic or Latino	3,764	11.0
Not Hispanic or Latino	27,835	81.2
White alone	21,456	62.6
<b>RELATIONSHIP</b>		
<b>Total population</b>	<b>34,282</b>	<b>100.0</b>
In households	33,914	98.9
Householder	18,051	52.7
Spouse	6,470	18.9
Child	5,572	16.3
Own child under 18 years	3,836	11.2
Other relatives	1,888	5.5
Under 18 years	596	1.7
Nonrelatives	1,933	5.6
Unmarried partner	929	2.7
In group quarters	368	1.1
Institutionalized population	133	0.4
Noninstitutionalized population	235	0.7
<b>HOUSEHOLDS BY TYPE</b>		
<b>Total households</b>	<b>18,051</b>	<b>100.0</b>
Family households (families)	8,706	48.2
With own children under 18 years	2,262	12.5
Married-couple family	6,470	35.8
With own children under 18 years	1,240	6.9
Female householder, no husband present	1,639	9.1
With own children under 18 years	792	4.4
Nonfamily households	9,345	51.8
Householder living alone	8,158	45.2
Householder 65 years and over	4,652	25.8
Households with individuals under 18 years	2,603	14.4
Households with individuals 65 years and over	9,029	50.0
Average household size	1.88	(X)
Average family size	2.60	(X)
<b>HOUSING OCCUPANCY</b>		
<b>Total housing units</b>	<b>25,022</b>	<b>100.0</b>
Occupied housing units	18,051	72.1
Vacant housing units	6,971	27.9
For seasonal, recreational, or occasional use	4,929	19.7

Subject	Number	Percent
Homeowner vacancy rate (percent)	2.6	(X)
Rental vacancy rate (percent)	9.0	(X)
<b>HOUSING TENURE</b>		
<b>Occupied housing units</b>	<b>18,051</b>	<b>100.0</b>
Owner-occupied housing units	12,015	66.6
Renter-occupied housing units	6,036	33.4
Average household size of owner-occupied unit	1.80	(X)
Average household size of renter-occupied unit	2.03	(X)

## EMPLOYMENT STATUS HALLANDALE BEACH

Subject	Number	Percent
<b>EMPLOYMENT STATUS</b>		
<b>Population 16 years and over</b>	<b>30,391</b>	<b>100.0</b>
In labor force	14,359	47.2
Civilian labor force	14,359	47.2
Employed	13,329	43.9
Unemployed	1,030	3.4
Percent of civilian labor force	7.2	(X)
Armed Forces	0	0.0
Not in labor force	16,032	52.8
<b>Females 16 years and over</b>	<b>16,641</b>	<b>100.0</b>
In labor force	6,893	41.4
Civilian labor force	6,893	41.4
Employed	6,392	38.4
<b>Own children under 6 years</b>	<b>1,437</b>	<b>100.0</b>
All parents in family in labor force	919	64.0
<b>COMMUTING TO WORK</b>		
<b>Workers 16 years and over</b>	<b>12,962</b>	<b>100.0</b>
Car, truck, or van -- drove alone	9,927	76.6
Car, truck, or van -- carpooled	1,502	11.6
Public transportation (including taxicab)	551	4.3
Walked	357	2.8
Other means	214	1.7
Worked at home	411	3.2
Mean travel time to work (minutes)	27.8	(X)
<b>Employed civilian population 16 years and over</b>	<b>13,329</b>	<b>100.0</b>
<b>OCCUPATION</b>		
Management, professional, and related occupations	3,695	27.7
Service occupations	2,726	20.5
Sales and office occupations	4,314	32.4
Farming, fishing, and forestry occupations	16	0.1
Construction, extraction, and maintenance occupations	1,107	8.3
Production, transportation, and material moving occupations	1,471	11.0
<b>INDUSTRY</b>		
Agriculture, forestry, fishing and hunting, and mining	23	0.2
Construction	941	7.1
Manufacturing	815	6.1
Wholesale trade	672	5.0



<b>Subject</b>	<b>Number</b>	<b>Percent</b>
Retail trade	2,159	16.2
Transportation and warehousing, and utilities	808	6.1
Information	332	2.5
Finance, insurance, real estate, and rental and leasing	1,262	9.5
Professional, scientific, management, administrative, and waste management services	1,172	8.8
Educational, health and social services	2,094	15.7
Arts, entertainment, recreation, accommodation and food services	1,700	12.8
Other services (except public administration)	860	6.5
Public administration	491	3.7
<b>CLASS OF WORKER</b>		
Private wage and salary workers	10,969	82.3
Government workers	1,337	10.0
Self-employed workers in own not incorporated business	985	7.4
Unpaid family workers	38	0.3
<b>INCOME IN 1999</b>		
<b>Households</b>	<b>18,178</b>	<b>100.0</b>
Less than \$10,000	2,547	14.0
\$10,000 to \$14,999	2,057	11.3
\$15,000 to \$24,999	3,406	18.7
\$25,000 to \$34,999	2,656	14.6
\$35,000 to \$49,999	2,640	14.5
\$50,000 to \$74,999	2,620	14.4
\$75,000 to \$99,999	1,056	5.8
\$100,000 to \$149,999	704	3.9
\$150,000 to \$199,999	279	1.5
\$200,000 or more	213	1.2
Median household income (dollars)	28,266	(X)
With earnings	10,269	56.5
Mean earnings (dollars)	43,236	(X)
With Social Security income	8,656	47.6
Mean Social Security income (dollars)	11,894	(X)
With Supplemental Security Income	846	4.7
Mean Supplemental Security Income (dollars)	7,420	(X)
With public assistance income	495	2.7
Mean public assistance income (dollars)	1,710	(X)
With retirement income	3,150	17.3
Mean retirement income (dollars)	17,953	(X)
<b>Families</b>	<b>8,778</b>	<b>100.0</b>
Less than \$10,000	798	9.1
\$10,000 to \$14,999	550	6.3
\$15,000 to \$24,999	1,490	17.0
\$25,000 to \$34,999	1,366	15.6
\$35,000 to \$49,999	1,351	15.4
\$50,000 to \$74,999	1,662	18.9
\$75,000 to \$99,999	763	8.7
\$100,000 to \$149,999	423	4.8
\$150,000 to \$199,999	235	2.7
\$200,000 or more	140	1.6
Median family income (dollars)	37,171	(X)
Per capita income (dollars)	22,464	(X)
<b>Median earnings (dollars):</b>		
Male full-time, year-round workers	31,287	(X)
Female full-time, year-round workers	24,882	(X)
<b>POVERTY STATUS IN 1999 (below poverty level)</b>		
<b>Families</b>	<b>1,148</b>	<b>(X)</b>
Percent below poverty level	(X)	13.1



































Subject	Number	Percent
With related children under 18 years	585	(X)
Percent below poverty level	(X)	22.1
With related children under 5 years	195	(X)
Percent below poverty level	(X)	19.0
<b>Families with female householder, no husband present</b>	<b>422</b>	<b>(X)</b>
Percent below poverty level	(X)	26.0
With related children under 18 years	352	(X)
Percent below poverty level	(X)	36.4
With related children under 5 years	101	(X)
Percent below poverty level	(X)	32.5
<b>Individuals</b>	<b>5,790</b>	<b>(X)</b>
Percent below poverty level	(X)	16.8
18 years and over	4,578	(X)
Percent below poverty level	(X)	15.4
65 years and over	1,588	(X)
Percent below poverty level	(X)	13.0
Related children under 18 years	1,203	(X)
Percent below poverty level	(X)	26.4
Related children 5 to 17 years	872	(X)
Percent below poverty level	(X)	26.7
Unrelated individuals 15 years and over	2,409	(X)
Percent below poverty level	(X)	21.1
<b>Subject</b> (X) = Not applicable.		
	<b>Number</b>	<b>Percent</b>














## Broward County, Florida

	People QuickFacts	Broward County	Florida
i	Population, 2001 estimate	1,668,560	16,396,515
i	Population percent change, April 1, 2000-July 1, 2001	2.8%	2.6%
i	Population, 2000	1,623,018	15,982,378
i	Population, percent change, 1990 to 2000	29.3%	23.5%
i	Persons under 5 years old, percent, 2000	6.3%	5.9%
i	Persons under 18 years old, percent, 2000	23.6%	22.8%
i	Persons 65 years old and over, percent, 2000	16.1%	17.6%
i	Female persons, percent, 2000	51.7%	51.2%
i	White persons, percent, 2000 (a)	70.6%	78.0%
i	Black or African American persons, percent, 2000 (a)	20.5%	14.6%
i	American Indian and Alaska Native persons, percent, 2000 (a)	0.2%	0.3%
i	Asian persons, percent, 2000 (a)	2.3%	1.7%
i	Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	0.1%	0.1%
i	Persons reporting some other race, percent, 2000 (a)	3.0%	3.0%
i	Persons reporting two or more races, percent, 2000	3.4%	2.4%
i	Persons of Hispanic or Latino origin, percent, 2000 (b)	16.7%	16.8%
i	White persons, not of Hispanic/Latino origin, percent, 2000	58.0%	65.4%
i	Living in same house in 1995 and 2000, pct age 5+, 2000	47.1%	48.9%

i	Foreign born persons, percent, 2000	25.3%	16.7%
i	Language other than English spoken at home, pct age 5+, 2000	28.8%	23.1%
i	High school graduates, percent of persons age 25+, 2000	82.0%	79.9%
i	Bachelor's degree or higher, pct of persons age 25+, 2000	24.5%	22.3%
i	Persons with a disability, age 5+, 2000	310,454	3,274,566
i	Mean travel time to work, workers age 16+ (minutes), 2000	27.4	26.2
i	Housing units, 2000	741,043	7,302,947
i	Homeownership rate, 2000	69.5%	70.1%
i	Housing units in multi-unit structures, percent, 2000	47.5%	29.9%
i	Median value of owner-occupied housing units, 2000	\$128,600	\$105,500
i	Households, 2000	654,445	6,337,929
i	Persons per household, 2000	2.45	2.46
i	Median household money income, 1999	\$41,691	\$38,819
i	Per capita money income, 1999	\$23,170	\$21,557
i	Persons below poverty, percent, 1999	11.5%	12.5%
	<b>Business QuickFacts</b>	<b>Broward County</b>	<b>Florida</b>
i	Private nonfarm establishments, 1999	49,501	424,089
i	Private nonfarm employment, 1999	596,218	5,954,982
i	Private nonfarm employment, percent change 1990-1999	29.2%	29.3%
i	Nonemployer establishments, 1999	117,939	1,031,053
i	Manufacturers shipments, 1997 (\$1000)	5,788,324	77,477,510
i	Retail sales, 1997 (\$1000)	17,979,812	151,191,241
i	Retail sales per capita, 1997	\$12,174	\$10,297
i	Minority-owned firms, percent of total, 1997	25.0%	22.0%
i	Women-owned firms, percent of total, 1997	24.6%	25.9%
i	Housing units authorized by building permits, 2000	11,970	155,269
i	Federal funds and grants, 2001 (\$1000)	7,322,487	99,998,376
i	Local government employment - full-time equivalent, 1997	55,161	543,525
	<b>Geography QuickFacts</b>	<b>Broward County</b>	<b>Florida</b>
i	Land area, 2000 (square miles)	1,205	53,927
i	Persons per square mile, 2000	1,346.5	296.4
i	Metropolitan Area	Fort Lauderdale, FL PMSA	

## QUICK FACTS FOR THE STATE OF FLORIDA AND THE USA

	People QuickFacts	Florida	USA
	Population, 2001 estimate	16,396,515	284,796,887
	Population percent change, April 1, 2000-July 1, 2001	2.6%	1.2%
	Population, 2000	15,982,378	281,421,906
	Population, percent change, 1990 to 2000	23.5%	13.1%
	Persons under 5 years old, percent, 2000	5.9%	6.8%
	Persons under 18 years old, percent, 2000	22.8%	25.7%
	Persons 65 years old and over, percent, 2000	17.6%	12.4%
	Female persons, percent, 2000	51.2%	50.9%
	White persons, percent, 2000 (a)	78.0%	75.1%
	Black or African American persons, percent, 2000 (a)	14.6%	12.3%
	American Indian and Alaska Native persons, percent, 2000 (a)	0.3%	0.9%
	Asian persons, percent, 2000 (a)	1.7%	3.6%
	Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	0.1%	0.1%
	Persons reporting some other race, percent, 2000 (a)	3.0%	5.5%
	Persons reporting two or more races, percent, 2000	2.4%	2.4%
	Persons of Hispanic or Latino origin, percent, 2000 (b)	16.8%	12.5%
	White persons, not of Hispanic/Latino origin, percent, 2000	65.4%	69.1%
	Living in same house in 1995 and 2000, pct age 5+, 2000	48.9%	54.1%
	Foreign born persons, percent, 2000	16.7%	11.1%
	Language other than English spoken at home, pct age 5+, 2000	23.1%	17.9%
	High school graduates, percent of persons age 25+, 2000	79.9%	80.4%
	Bachelor's degree or higher, pct of persons age 25+, 2000	22.3%	24.4%
	Persons with a disability, age 5+, 2000	3,274,566	49,746,248
	Mean travel time to work, workers age 16+ (minutes), 2000	26.2	25.5
	Housing units, 2000	7,302,947	115,904,641
	Homeownership rate, 2000	70.1%	66.2%
	Housing units in multi-unit structures, percent, 2000	29.9%	26.4%
	Median value of owner-occupied housing units, 2000	\$105,500	\$119,600
	Households, 2000	6,337,929	105,480,101
	Persons per household, 2000	2.46	2.59
	Median household money income, 1999	\$38,819	\$41,994
	Per capita money income, 1999	\$21,557	\$21,587
	Persons below poverty, percent, 1999	12.5%	12.4%
	Business QuickFacts	Florida	USA
	Private nonfarm establishments, 1999	424,089	7,008,444

	Private nonfarm employment, 1999	5,954,982	110,705,661
	Private nonfarm employment, percent change 1990-1999	29.3%	18.4%
	Nonemployer establishments, 1999	1,031,053	16,152,604
	Manufacturers shipments, 1997 (\$1000)	77,477,510	3,842,061,405
	Retail sales, 1997 (\$1000)	151,191,241	2,460,886,012
	Retail sales per capita, 1997	\$10,297	\$9,190
	Minority-owned firms, percent of total, 1997	22.0%	14.6%
	Women-owned firms, percent of total, 1997	25.9%	26.0%
	Housing units authorized by building permits, 2000	155,269	1,592,267
	Federal funds and grants, 2001 (\$1000)	99,998,376	1,763,896,019
	Local government employment - full-time equivalent, 1997	543,525	10,227,429
	<b>Geography QuickFacts</b>	<b>Florida</b>	<b>USA</b>
	Land area, 2000 (square miles)	53,927	3,537,438
	Persons per square mile, 2000	296.4	79.6



## Exhibit B

### **CITY OF HALLANDALE BEACH, FLORIDA REQUEST FOR PROPOSALS MARKETING SERVICES PROJECT - RFP #FY 2002-2003-018**

#### **I. INTRODUCTION AND PURPOSE OF PROPOSAL**

The City of Hallandale Beach is seeking proposals from qualified respondents for a comprehensive City-wide marketing program. The overall objectives and purpose of this comprehensive marketing program are:

- To develop a marketable image for the City of Hallandale Beach, Florida.
- To develop collateral materials to support the image.
- To research target markets for recruitment activities.
- To determine the most effective and efficient methods for dissemination of marketing information to selected businesses within specific geographic areas.

These objectives and purposes are discussed in detail in Section VIII, Section D. Project Overview and Section VIII. Section E. Scope of Services.

#### **II. INSTRUCTION, SUBMISSION, RECEIPT OF PROPOSALS AND CITY CONTACT INFORMATION**

- A. Proposals to receive consideration must be received on or prior to the specified time and date as designated in the proposal.
- B. Proposers shall provide the information requested in this Proposal. Failure to do so may be cause for rejection of proposal.
- C. If Proposer is unable to provide any of the services required by the Proposal, Proposer will indicate any exceptions to the stated specifications. These exceptions shall be explained in an attachment to the Proposal response.
- D. PROPOSERS MUST RETURN ONE (1) ORIGINAL AND TEN (10) COMPLETE SETS OF THE RFP PACKAGE WITH THE COMPLETED PROPOSAL FORM. PROPOSALS SHALL BE SUBMITTED IN SEALED ENVELOPES AND DELIVERED TO:

CITY CLERK  
CITY OF HALLANDALE BEACH  
400 SOUTH FEDERAL HIGHWAY  
HALLANDALE BEACH, FLORIDA 33009

- E. DUE DATE/TIME FOR PROPOSAL: Plainly mark on the outside of the envelope, the Proposal Number, Item Identification and Time and Date for Proposal Receipt. IT WILL BE THE SOLE RESPONSIBILITY OF THE PROPOSER TO ENSURE THE PROPOSAL REACHES THE OFFICE OF THE CITY CLERK, ROOM 242, CITY HALL, CITY OF HALLANDALE BEACH ON OR BEFORE **FRIDAY, AUGUST 29, 2003 AT 5:00 P.M.**
- F. Any respondent may withdraw their proposal, either personally or by written request, at any time PRIOR to the closing time for receipt of proposals.

- G. If unable to submit a proposal, PLEASE return the form "UNABLE TO SUBMIT A PROPOSAL", stating reason for inability and requesting that name be retained on City mailing list.
- H. The **contact person** for all communication relevant to this RFP is **Jerry D. Sternstein**, Economic Development Coordinator, 954-457-1469 or [jsternstein@hallandalebeachfl.gov](mailto:jsternstein@hallandalebeachfl.gov). If Mr. Sternstein is unavailable, please contact Charity Good, Deputy City Manager, 954-457-1375 or [cgood@hallandalebeachfl.gov](mailto:cgood@hallandalebeachfl.gov).

### **III. RESERVATION FOR REJECTION AND AWARD**

The City reserves the right to accept or reject any or all proposals or to waive any formality or technicality in any proposal in the interest of the City. No Respondent may withdraw a proposal for a period of 60 days after the date of opening thereof.

### **IV. SIGNED PROPOSAL CONSIDERED AN OFFER**

The signed proposal shall be considered an offer on the part of the Proposer, which offer shall be deemed accepted upon approval by the City. In case of default on the part of the successful proposer, after such acceptance, the City may take such action as it deems appropriate, including legal action, for damages or specific performance.

### **V. AMENDMENT**

Any amendment to this RFP issued prior to the due date of the RFP shall be included in the proposal. Receipt of each amendment shall be acknowledged by the Respondent on the form provided by the City.

### **VI. CONTRACT DOCUMENTS**

A contract will be awarded to the successful Proposer after the RFP process is complete. The contract shall include all provisions of the RFP document. In the case that the City and successful Proposer cannot enter into a contract for any reason, City reserves the right to reject remaining proposals or negotiate with the next highest ranked Proposer until an agreement is reached.

### **VII. REVIEW OF PROPOSALS AND CONTRACT AWARD**

The City reserves the right to interview some or all of the Proposers following closing of the RFP. Based on the responses received to this request, the City will invite one or more Proposers to make presentations. The selected firm(s) will receive a format for these oral presentations and will have two weeks in which to prepare. Neither the City nor its representatives shall be liable for any expenses incurred in connection with this RFP.

The award of one contract is anticipated. However, the City reserves the right to award more than one contract if it is deemed to be the best interest of the City. Awards will be made for the proposal or proposals which best serve the interest of the City as determined solely by the City.

## **VIII. GENERAL INFORMATION AND SCOPE OF SERVICES**

### **A. HISTORY, SIZE AND LOCATION**

In 1927 the Town of Hallandale was established. Gradually, the Town grew and in 1947 was incorporated as the City of Hallandale. In August, 1999, the city officially changed its name to Hallandale Beach.

Hallandale Beach is a community of approximately 32,000 year-round residents encompassing some four square miles of land area. It is bounded on the South by Aventura, the north by Hollywood, the east by the Atlantic Ocean and the west by Interstate 95. The City is strategically located in the dynamic South Florida marketplace and enjoys that area's demographics, venues and assets.

### **B. PHYSICAL SETTING**

Hallandale Beach is a transition point between two counties, Dade and Broward. This has important implications for growth because its regional assets within the large and growing Florida economy are easily recognized and valued by global businesses. The proximity to major highway arteries and world-class air and seaports in both counties are of significant advantage to the players in the world economy.

Hallandale Beach has a Commission-City Manager form of government with five commissioners elected at large for staggered four year terms.

### **C. MARKETING EFFORTS**

The City's marketing strategy and companion information is contained in the Draft Economic Development Plan which is included as a part of this RFP as **Exhibit 2** or located on line at [www.hallandalebeachfl.gov](http://www.hallandalebeachfl.gov).

### **D. PROJECT OVERVIEW**

The City seeks marketing organization to structure the effort for maximum effectiveness and efficiency. Total funds available for the development and execution of the first-year marketing campaign – including media placement – will not exceed \$140,000. The initial one-year contract will begin no later than October 15, 2003. Two additional one-year contracts will be awarded to the same firm at the City's discretion, depending upon an annual review of performance and the continued availability of funding. Please provide cost allocation estimates for developing and executing this campaign, including personnel hours including account and creative fees, production costs including illustration and/or photography fees, media space and placement, travel, applicable fees and any other relevant out of pocket costs. Proposers will be expected to be conversant with effective recruitment techniques. A Proposer Questionnaire included as **Exhibit 1** will help gauge the overall strategic approach to the problem, expertise, originality, tactics and ideas of the respective Proposers. **If specialized professional expertise is required to augment in-house resources, please indicate the discipline and credentials of those involved.**

## E. PROPOSER SCOPE OF SERVICES SUBMISSIONS

Proposers will be expected to provide in suitable format information dealing with:

A Communication Plan that embodies the creative aspect or concept of the recruitment effort and the selling platform. Essentially, this will encapsulate the selling message and its execution.

A Tactical Plan done concurrently with the Communication Plan encompassing:

Media\*  
Public Relations  
Promotional Initiatives, e.g., brochures, direct mail, videos  
Conventions/Trade Shows  
White Papers

\*A Media Plan with various units of communication, e.g., TV, inserts, magazines, newspapers, should be provided to designate where advertisements should be placed and review the reach and frequency of the ads.

A SWOT analysis. This assesses an area's strengths, weaknesses, opportunities and threats. The analysis identifies key issues and opportunities and strategies to exploit the opportunities and minimize the weaknesses and threats. A SWOT analysis completed in February, 2003 can be found in the **Exhibit 2** Economic Development Plan. This document should serve as the basis for any clarifications and/or modifications by the Proposer.

In sum, Proposers should:

- ❖ Write a marketing plan which describes the major tasks of the campaign's first year and details all components, including target audience, budget and collateral materials; sets out a reasonable timetable for developing and implementing the first 12 months of the campaign; and briefly describes what subsequent years of the campaign might look like
- ❖ Provide all necessary conceptual work to communicate creative execution and media buying, analysis and projected response rates (media purchases and printing/production costs should be calculated at net rates)
- ❖ Build in internal feedback mechanisms for flexibility and responsiveness so the campaign can respond as necessary to inquiries generated by the outreach efforts
- ❖ Conduct initial market research to identify strategies for the campaign and conduct subsequent market research to test the effectiveness of the campaign. Assess the target audience via focus group(s) comprised of executives who are thought to be in the target audience, show the message and ask for relevance/receptivity
- ❖ Prepare quarterly reports that monitor progress and track expenditures to document the first year results and evaluate efforts expended

The City's web site: [www.hallandalebeachfl.gov](http://www.hallandalebeachfl.gov) includes information about the City, its organization and administrative structure. Proposers are encouraged to familiarize themselves with this site.

**Proposer Questionnaire** -- Proposers are required to respond fully to the Proposer Questionnaire, **Exhibit 1**. Ten (10) copies of this questionnaire, with any supporting documentation must be included in the submission packet.

**PROJECT SCHEDULE** -- A detailed project schedule for providing the above services during the first year after award of the contract shall be furnished in suitable format and included in the response to this RFP. (See Section VIII, E. Proposer Scope of Services for details.)

**PROPOSAL PRICE** – Each Proposer shall include in the response to this RFP the costs for the services to be provided. Proposer shall indicate and attach a list of any other fees and fee amount for out of pocket expenses if they are additional costs, as applicable. (See Section VIII, D. Project Overview for details.)

**PROPOSAL PRICE ADJUSTMENTS** – Proposer shall state any terms or adjustments which affect the Proposal Price, if applicable.

**VARIANCES TO SPECIFICATIONS** -- Proposer shall state any and all variances to the Scope of Services herein, no matter how slight. If none, please so state as part of the response to this RFP.

## **DISCLOSURE AND DISCLAIMER**

The City of Hallandale Beach, Florida (hereinafter known as the "the City") is issuing this Request for Proposal (RFP). City staff will review all proposals and recommend the successful proposer or proposers. Any action taken by the City in response to proposals pursuant to this RFP or in making any award or failure or refusal to make any award pursuant to such proposals, or in any cancellation of award, or in any withdrawal or cancellation of this RFP, either before or after issuance of an award, shall be without any liability or obligation on the part of the City, their advisors and staff.

In its sole discretion, the City may withdraw this RFP either before or after receiving proposals, may accept or reject proposals, and may accept proposals which deviate from the RFP. In its sole discretion, the City may determine the qualifications and acceptability of any party or parties submitting proposals in response to the RFP (each such party being hereinafter a "Proposer").

Following submission of a proposal, the Proposer agrees to promptly deliver such further details, information and assurances, including but not limited to, financial and disclosure data, relating to the proposal and/or the Proposer, including the Proposer's affiliates, officers, directors, shareholders, partners and employees as requested by the City.

The information contained herein is provided solely for the convenience of Proposers. It is the responsibility of a Proposer to assure itself that information contained herein is accurate and complete. Neither the City nor its advisors provide any assurances as to the accuracy of the information in the proposal. Any reliance on the contents of this RFP, or on any communications with the City, staff or advisors, shall be at each Proposer's own risk. Proposers should rely exclusively on their own investigations, interpretations, expertise and analysis in connection with this matter. The RFP is provided by the City, its staff and advisors without any warranty or representation, express or implied, as to its content, accuracy or completeness and no Proposer or other party shall have recourse to the City, staff or advisors if any information herein contained shall be inaccurate or incomplete. No warranty or representation is made by the City, staff or advisors that any proposal conforming to these requirements will be selected for consideration, negotiation or approval.

The City, staff and advisors shall have no obligation or liability with respect to this RFP, or the selection and award process contemplated hereunder. Neither the City, its staff nor its advisors warrant or represent that any award or recommendation will be made as a result of the issuance of this RFP. All costs incurred by a Proposer in preparing and responding to this RFP are the sole responsibility of the Proposer. Any recipient of this RFP who responds hereto fully acknowledges all the provisions of this Disclosure and Disclaimer and agrees to be bound by the terms hereof. Any proposal submitted pursuant to this RFP is at the sole risk and responsibility of the party submitting such proposal.

This RFP is made subject to correction of errors, omissions, or withdrawal without notice. Information contained in the RFP is for guidance only and each recipient hereof is cautioned and advised to independently verify all such information. In the event of any differences between this Disclosure and Disclaimer and the content of the RFP, the provisions of this Disclosure and Disclaimer shall govern.

Formal presentations by the Proposer shall be made before the City staff and advisors in meetings open to the public. Such presentations may include one or more Proposers. Contract negotiations will take place with the first choice of the City. If a suitable contractual arrangement cannot be made, negotiations will commence with the second choice or, the City may, at its sole option, withdraw this RFP.

The City reserves the right to select the proposal which in the opinion and sole discretion of the City will be in the best interest of and/or most advantageous to the City. The City reserves the right to waive any irregularities and technicalities and may at its discretion request resubmittal of proposals. All expenses in preparing the proposal and any resubmittals shall be borne by the Proposer.

The City and the Proposer will be bound only if and when a proposal, as it may be modified, is approved and accepted by the City, and the applicable agreements pertaining thereto are approved, executed and delivered by the Proposer and the City, and then only pursuant to the terms of agreements executed by the Proposer and the City. All or any responses to this RFP may be accepted or rejected by the City for any reason, or for no reason, without any resultant liability to the City, its staff or advisors.

The City, its staff and advisors are governed by the Sunshine Law and the Public Records Law of the State of Florida and all such proposals and supporting data shall be subject to Disclosure as required by such laws. All proposals shall be submitted in sealed bid form and shall remain confidential to the extent permitted by the Public Records Law until the Date and Time selected for opening responses.

## Attachment 1

**City of Hallandale Beach, Florida  
Proposer Questionnaire  
(Date) \_\_\_\_\_**

Organization \_\_\_\_\_

Address \_\_\_\_\_

Telephone \_\_\_\_\_

Web Site \_\_\_\_\_

E-Mail \_\_\_\_\_

Location and Number of Affiliate Offices \_\_\_\_\_

\_\_\_\_\_

### **A. Ownership and Key Employees**

1. When was the organization founded?
2. In what state?
3. Who owns the organization?
4. Who controls the management?
5. Please identify the five most important executives in your organization and provide a short one-paragraph description of each of their careers. Also explain exactly what role they play in the organization.



## **B. Organization and Service**

1. Provide a functional organizational chart with hourly fee dollars by function. It is unnecessary to indicate names.
2. Describe how your organization provides service(s) to a typical client.
3. Describe the function of your **account management**. How would you characterize its strengths? To what extent and under what circumstances are representatives of this department in direct contact with your client?
4. Describe your **creative department** and the available support resources. How would you characterize its strengths? To what extent and under what circumstances are representatives of this department in direct contact with your clients?
5. Describe your **media department**. How would you characterize its strengths? Describe any experience you have had placing advertisements in business development and international publications. To what extent and under what circumstances are representatives of this department in direct contact with your clients?
6. Describe your **research department** and outline research procedures. How would you characterize its strengths? To what extent and under what circumstances are representatives of this department in direct contact with your clients?
7. Describe your **public relations department**. How would you characterize its strengths? To what extent and under what circumstances are representative of this department in direct contact with your clients?
8. Describe your organization's services in preparation of promotional and other collateral material(s).
9. When you assume responsibility for a new undertaking, do you typically assign existing staff from within or do you also augment internal staffing with newly hired professional people from outside the organization? If you were selected to undertake the Hallandale Beach assignment would you allocate existing staff to the account or hire new people.

**C. Top Management Participation in Services**

1. How does the Vice President for Creative Services/Vice President Account Services maintain contact with your clients?
2. Do senior level executives participate directly in the professional conduct of any client programs? If so, please stipulate relevant examples.
3. Who, by title, is the senior executive responsible for the professional conduct of client services?
4. Please make other comments about the participation of your top management in client services, if you so desire.

**D. Client Gain and Loss History**

1. Please provide a list of current clients.
2. Please provide a list of clients for which you did only project assignments during the past two years.
3. What were your total billings for the past four (4) years and what are your projected billings for 2003? Please break out media billing.
4. What is the amount of your smallest and largest billing?
5. What clients have you lost during the past year, and what were the dates each were initially acquired? If you would like you may comment upon why the clients were lost.
6. What clients have you gained within the last two years? Why were you selected to service these new clients?
7. If you wish you may feel free to provide other comments or assessments relevant to your client gain and loss history.

**E. Organization Financial Standing and Policies**

1. Please comment on your organization's profitability.
2. How would you characterize your balance sheet?
3. Please describe in detail your preferred compensation method.
4. Do you have an internal time-cost account system? If so, when was it initiated and what is your experience with the system?
5. If you would like to tell us, we would like to know approximately what proportion of organization internal time is charged against client accounts and what proportion is charged against general management, general overhead and/or unallocated direct salary expense.
6. Please comment on your credit rating, your media payment policies and whether you consistently earn cash discounts.
7. What is the distribution of your billing by media?
8. Please provide any other comments or clarifications you wish relevant to your organization's financial standing and policies.

**F. Professional Associations**

1. Please list the professional advertising and public relations organizations with which your organization is involved and describe the nature of the involvement.
2. If your organization is not a member of a recognized professional association such as the American Association of Advertising Agencies, please provide some other independent evaluation of your organization's financial stability and ethical business practices.

**G. Views Concerning Effective Advertising**

1. How would you describe effective advertising and targeted media outreach?
2. Does your organization have a specific philosophy or practice that you believe consistently produces effective advertising and media outreach?

3. Please provide any other comments you wish relevant to your organization's views about effective advertising and targeted outreach and how it may best be obtained and results evaluated.

**H. Organization Experience as it Relates to Hallandale Beach**

1. In general, how would you characterize the experience of your organization with reference to Cities like Hallandale Beach? With what type of clients do you believe your organization has special strengths and expertise?
2. What organizational experience, if any, is directly related to either the City of Hallandale Beach? Please provide a beginning to end case study dealing with how you worked with a client with similar challenges and the results.
3. What other experience, although not directly relevant, do you feel might prove useful if you are selected for this assignment? Again, please use a case study to illustrate.
4. Please provide names, titles and a brief background for each of the key people who would work with the City. Specify the individual who would have primary responsibility.
5. Why do you feel your organization is the best qualified to deal with the assignment?
6. Why do you want the assignment?

- I. **Does the City of Hallandale Beach have permission to question your present and past clients concerning your services? If so, please provide three (3) references.**

## **Attachment 2**

THIS PROPOSAL SUBMITTED BY:

COMPANY: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY, STATE, ZIP CODE: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_ FAX \_\_\_\_\_

E-MAIL ADDRESS: \_\_\_\_\_

NAME AND TITLE PRINTED: \_\_\_\_\_

SIGNED BY: \_\_\_\_\_

WE (I) the above signed agree to furnish the comprehensive professional marketing services and have read all specifications, agreement terms and conditions and fully understand what is required.

UNABLE TO SUBMIT A REQUEST FOR PROPOSAL (RFP)? We sincerely hope this is not the case. If your firm cannot submit a RFP at this time, please provide the information requested in the space provided below and return:

WE \_\_\_\_\_ HAVE RECEIVED THE RFP  
COMPANY NAME

**RFP DUE DATE: FRIDAY, AUGUST 29, 2003 @ 5:00 P.M. – RFP #FY 2002-2003-018  
COMPREHENSIVE CITY-WIDE MARKETING SERVICE PROGRAM**

We are unable to respond to the RFP at this time due to the following reasons:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_

STREET ADDRESS (OR) P.O. BOX \_\_\_\_\_

CITY \_\_\_\_\_

STATE \_\_\_\_\_ ZIP CODE \_\_\_\_\_

TELEPHONE/AREA CODE (    ) \_\_\_\_\_

EMAIL ADDRESS \_\_\_\_\_

**RETURN THIS UNABLE TO SUBMIT FORM ONLY TO:  
CITY OF HALLANDALE BEACH  
GENERAL SERVICES DEPARTMENT  
400 SOUTH FEDERAL HIGHWAY, ROOM 242  
HALLANDALE BEACH, FL 33009**

**VENDOR NOTE: PLEASE SUBMIT RESPONSE TO RFP TO THE OFFICE OF THE  
CITY CLERK, ROOM 242 AT 400 SOUTH FEDERAL HIGHWAY, HALLANDALE  
BEACH, FLORIDA 33009.**

**PUBLIC ENTITY CRIME FORM**

**NOTICE TO REQUEST FOR RFP**

**SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(a), FLORIDA**

**STATUTES, PUBLIC ENTITY CRIME INFORMATION**

"A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a RFP for a contract to provide any goods or services to a public entity, may not submit a RFP for a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, suppliers, subcontractor or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for Category Two for a period of 36 months from the date of being placed on the list."

### **Questions received regarding RFP#FY2002-2003-018**

The following questions were raised relevant to the recently advertised RFP for marketing Services. Since these topics may be of interest to all potential respondents, we are making them available to those who have expressed interest in the RFP.

1. Are creative concepts required to illustrate recommended programs or would work samples pertaining to each recommended program suffice? **We suggest respondents submit a creative concept to illustrate the primary idea or concept of the campaign. However, samples are acceptable for the collateral material.**
2. If an agency chooses not to create speculative artwork, comprehensives, and conceptual copy positioning, will they be disqualified? **Respondents choosing this path would not be disqualified but having spec artwork coupled with headlines would provide an evaluative advantage.**
3. Are the expenses for trade show; attendance, space rental, physical booth development and display graphics, to come directly from the first year budget? **This would depend upon the nature of the proposal and the manner in which the trade show/conference element is integrated into that proposal. Customarily, a separate budget would support this activity but custom does not apply in this RFP because it is a first for the City. It would be safer to make your proposal inclusive of this facet and assume it to be covered by the \$140,000.**
4. Please specify/elaborate more on the anticipated deliverables of "white papers". Their focus, content and ultimate use relative to the campaign. **We would advise a respondent not to focus on particulars but on how a white paper or papers fit into the overall communications mix.**
5. Do you view the use of "white papers" as an integral part of the overall public relations campaign and, if so, how would you position them with the other PR deliverables? **The white papers are essentially promotional messages for the City crafted into an article to be placed in a magazine. You must determine how you intend to employ them in your proposal.**
6. Are agencies permitted to earn industry norm commissions on all media buying and production printing, as fees must be submitted within the RFP as "net expenses"? **Agency media commissions are generally +/-15%. For a small amount of business, it is standard to let the agency keep the commission. For large accounts (high dollar volume) it is customary to pay the agency a fee in lieu of commission.**
7. Is speculative initial market research and focus group facilitation/feedback required as part of the RFP response? If so, must a conceptual creative presentation be supported by the market research and focus group findings? **Rule of thumb, concepts should always be supported by research. In this instance, a SWOT Analysis was completed in early February and two focus groups were convened to discuss the SWOTs. This is covered in some detail in the Draft Economic Development Plan, Exhibit 2 of the RFP. We would expect respondents to review and critique the SWOT Analysis. Being conversant with this product will be helpful to respondents because it will impart a familiarity with both the SWOTs and the focus groups' reactions. We anticipate reconvening the focus groups so they can meet the selected agency, revisit the SWOTs and give the agency their views. Stakeholder feedback and buy-in in any campaign is extremely important.**



8. How many people will be participating in the RFP review and agency selection process? Would you provide their positions and titles? **Initial screening will be done by the Deputy City Manager and the Economic Development Coordinator. Other key City and private sector reviewers will be identified prior to notification to the short listed respondents.**
9. Will a participating agency stand less of a chance for ultimately being awarded this RFP, if their main corporate offices are located outside of the State of Florida? Does the agency need to be located or incorporated within the State of Florida? **It would be helpful for a respondent to be located and/or incorporated within the State of Florida. We are, however, primarily concerned with the quality of the proposal and how it meets our RFP criteria. At a minimum, we would want respondents to be located in the continental USA and be in the same time zone as Florida.**
10. Will you provide a list of agencies that are responding to this RFP? **Yes, upon request and at the close of the RFP's due date.**
11. Is it necessary for the bidding agency to have in-house media, research, and public relations departments? **It is not necessary for a responding agency to have in-house media, research and public relations departments. We have no problem with subcontractors so long as the work is within budget and the product is good.**
12. Is a joint venture partnership between a lead agency and another agency with specific areas of expertise, relative to this RFP acceptable in this process? **This question seems related to question 11 above. "Joint ventureship" is acceptable so long as there is a proven track record of prior cooperation and the quality of work is high. If you wish to submit a joint venture response, documentation as to the history and work product of the partners is required. You would have to do this for any subcontractors as well. See question 11.**
13. Is the first year budget of up to \$140,000 a "not to exceed" number or have there been allowances made for out-of-pocket or change of scope expenses should they occur? If so, what additional funds have been allocated for such expenses? **The \$140,000 is a not to exceed number.**
14. Is there a preferable agency size in terms of annual billings you would consider for this account? **There is no preferable size, billings or number of clients. We only seek to determine solvency. A D&B Report will be helpful in ascertaining this.**
15. Do you have an anticipated agency profitability range that would be considered acceptable? **No.**
16. Could you please explain the City's typical payment terms? i.e., equal monthly retainer payments, progress billings, vouchers/internal PO's, etc. **We prefer to leave this open with the caveat that the City will be flexible within the parameters of its fiscal policies and procedures in structuring payment based upon the needs of the selected agency.**
17. Will Hallandale Beach be prepaying media expenditures prior to advertising insertion? **Yes, at least a portion.**
18. Is there another independent organization other than The American Association of Advertising Agencies whose evaluation would be deemed acceptable? **No.**

